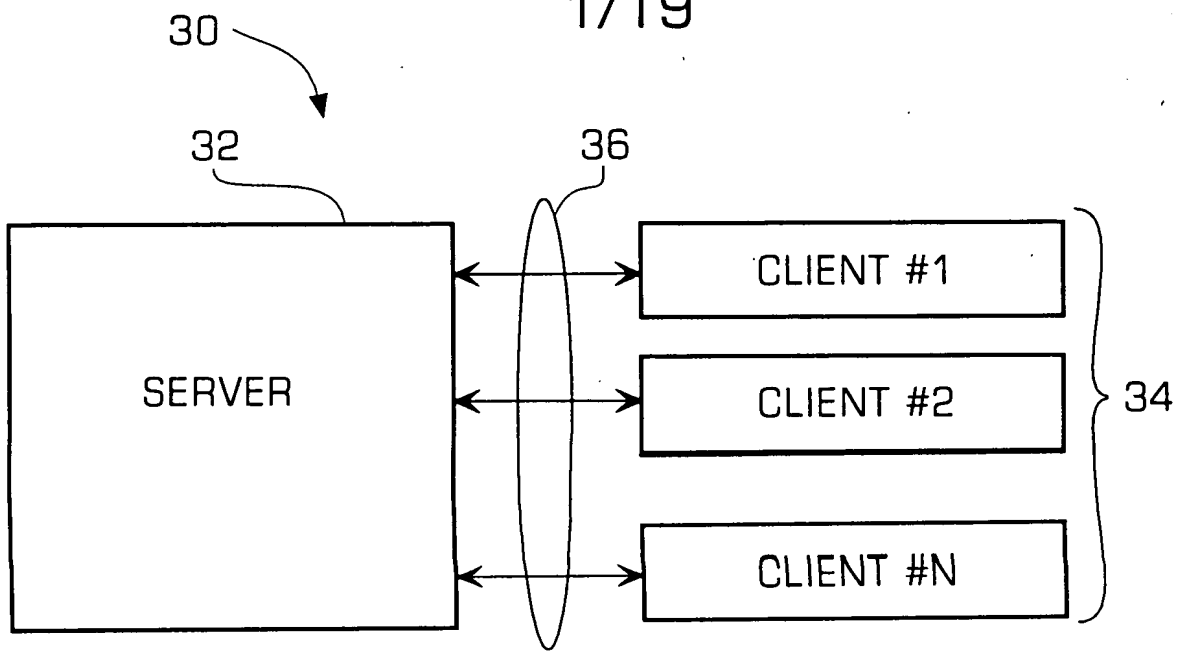


FIGURE 1

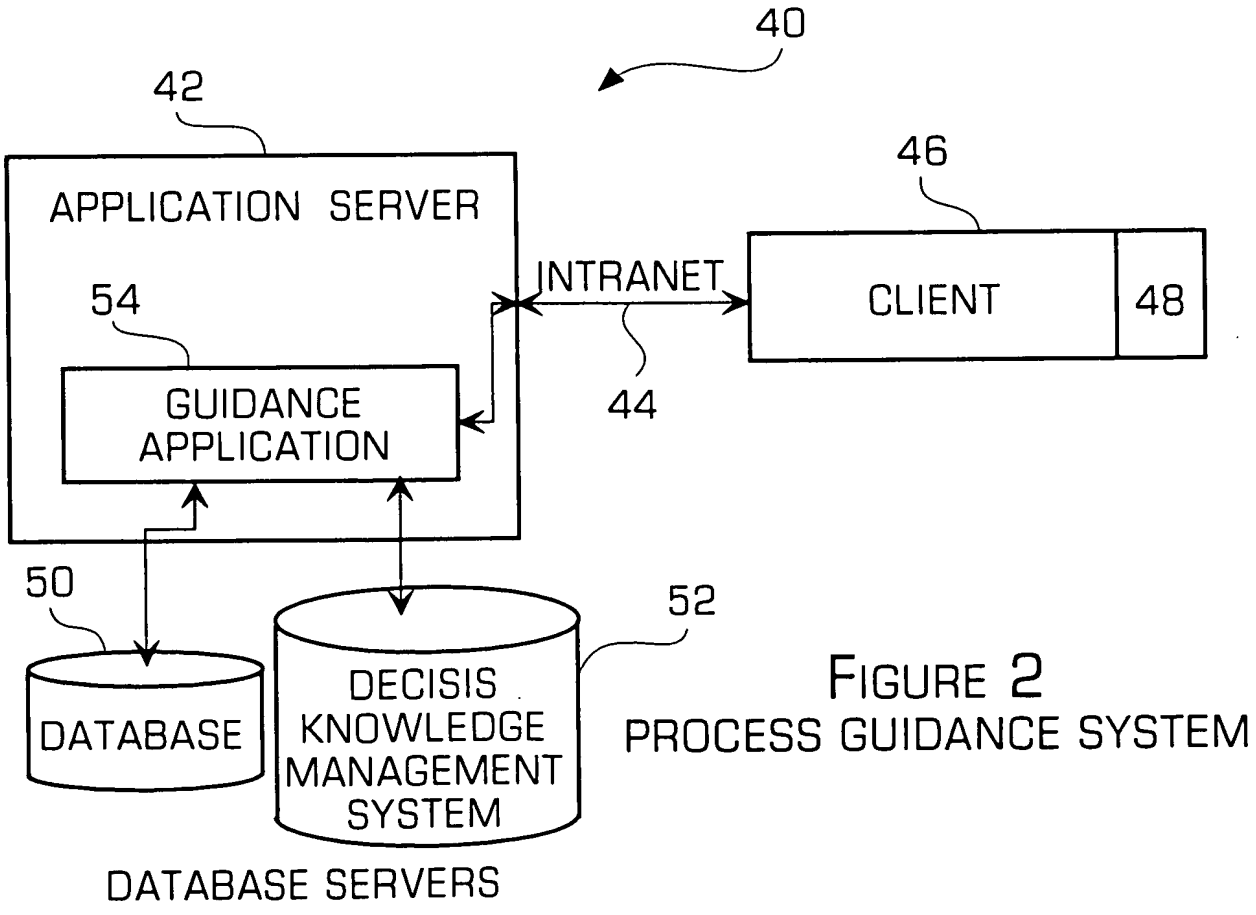


FIGURE 2
PROCESS GUIDANCE SYSTEM

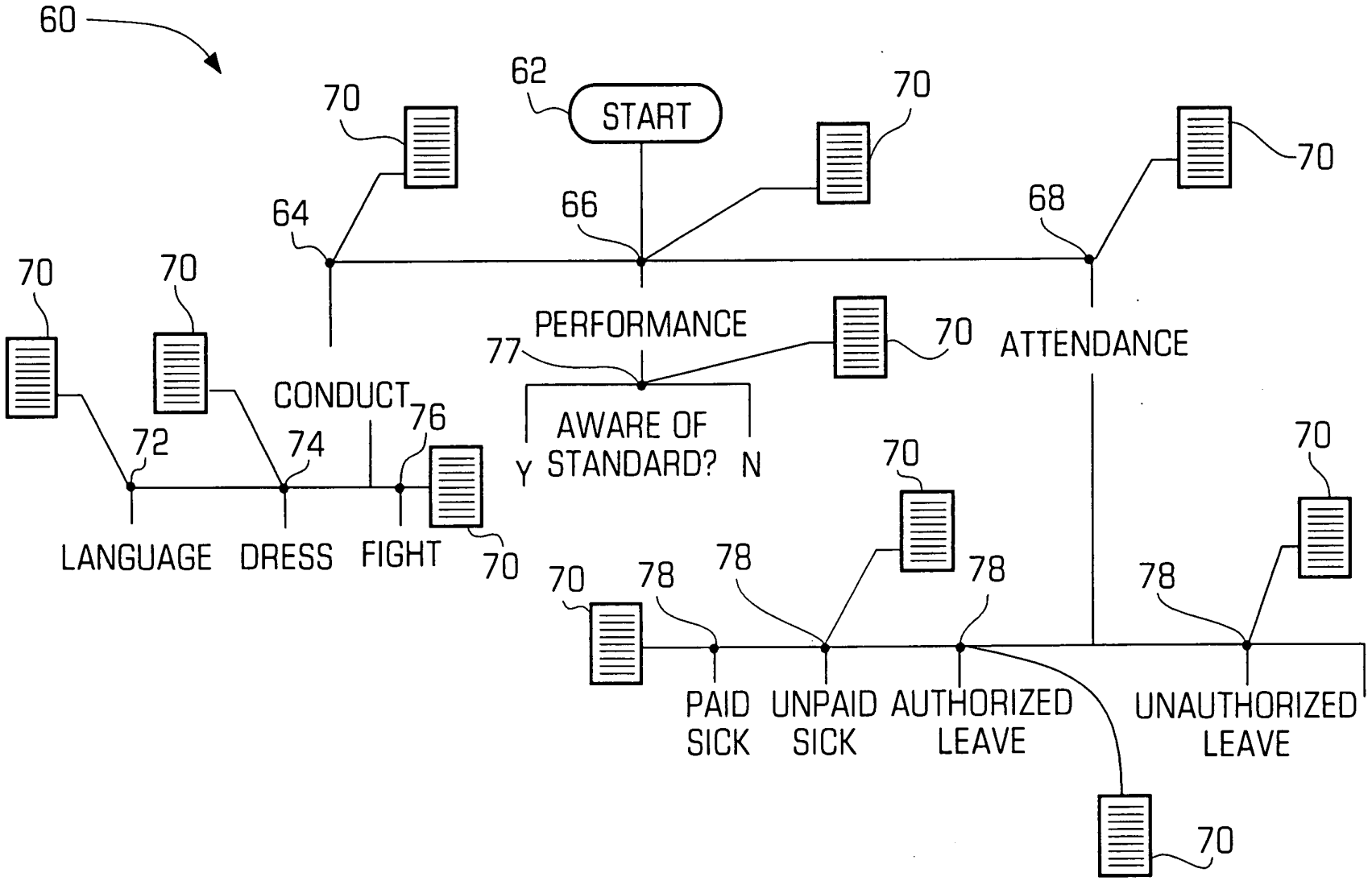

60
62
START
64
66
68
70
PERFORMANCE
77
AWARE OF STANDARD?
Y
N
ATTENDANCE
CONDUCT
72
74
76
LANGUAGE
DRESS
FIGHT
78
PAID SICK
UNPAID SICK
AUTHORIZED LEAVE
UNAUTHORIZED LEAVE

FIGURE 3

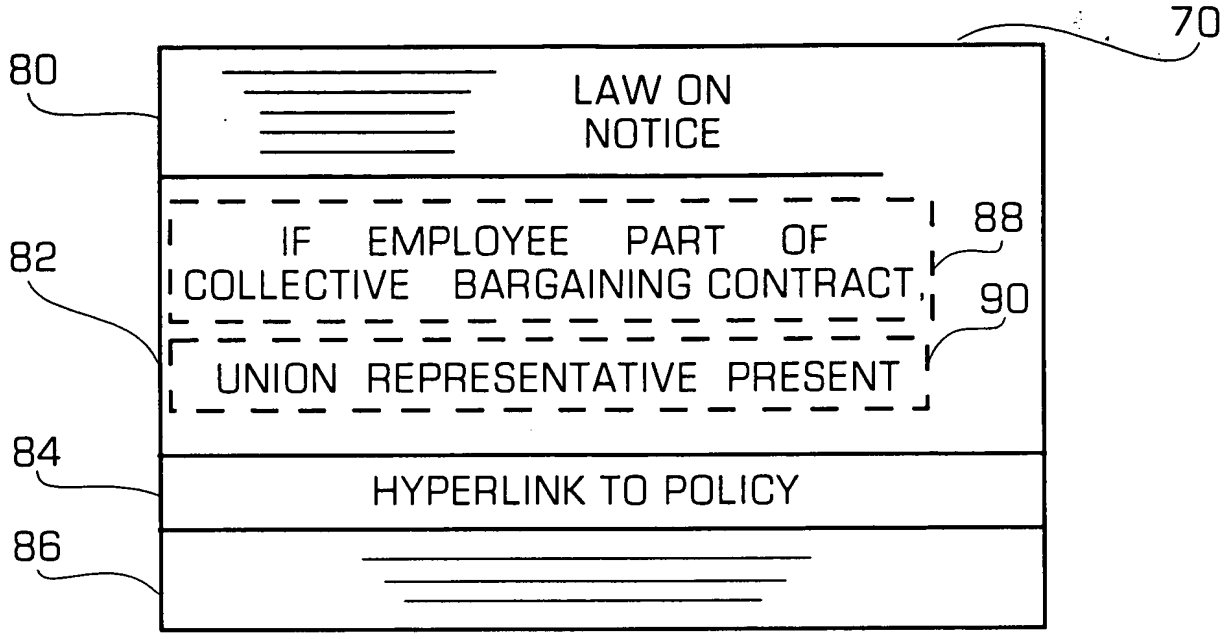


FIGURE 4

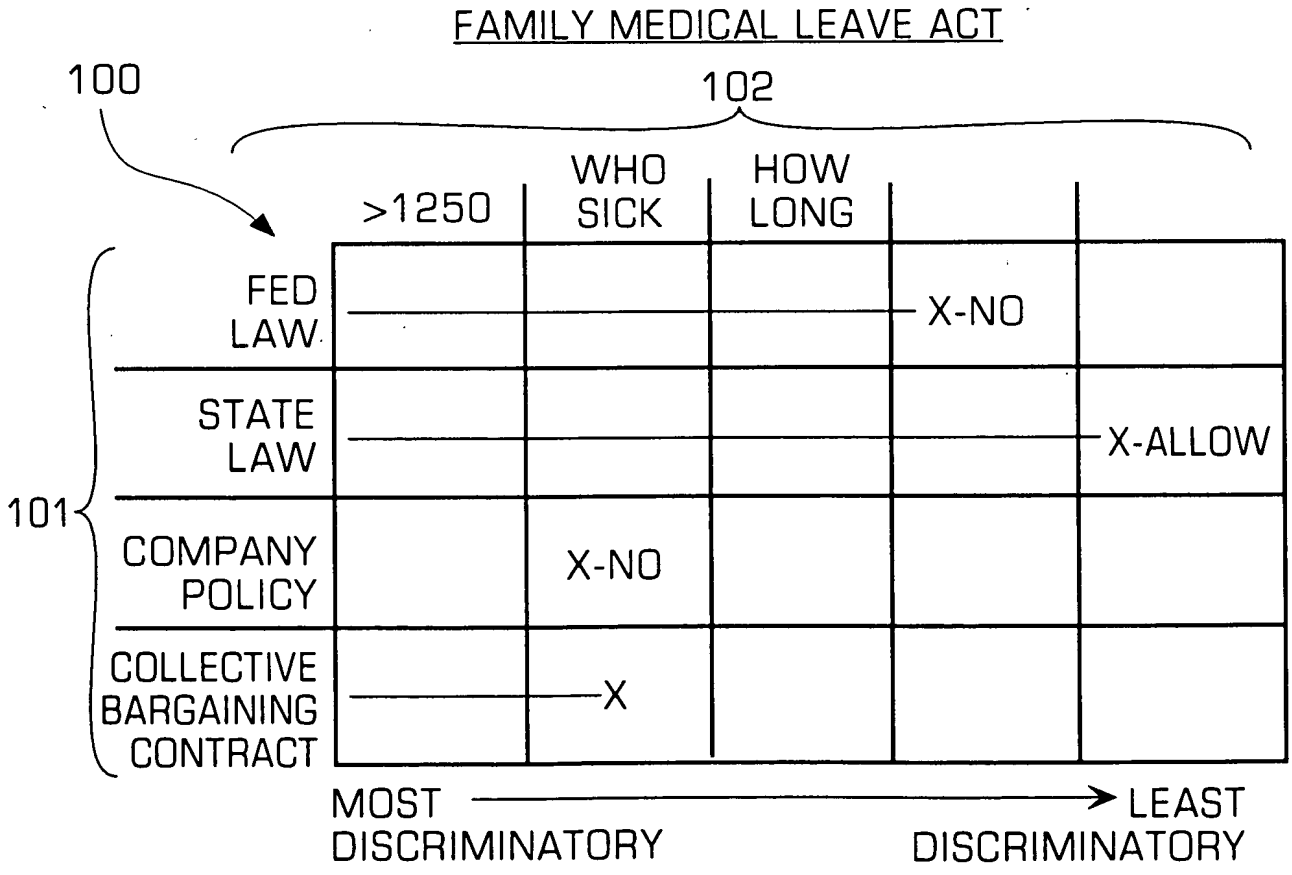


FIGURE 5

ATTENDANCE MANAGEMENT
SAMPLE SCREEN #1

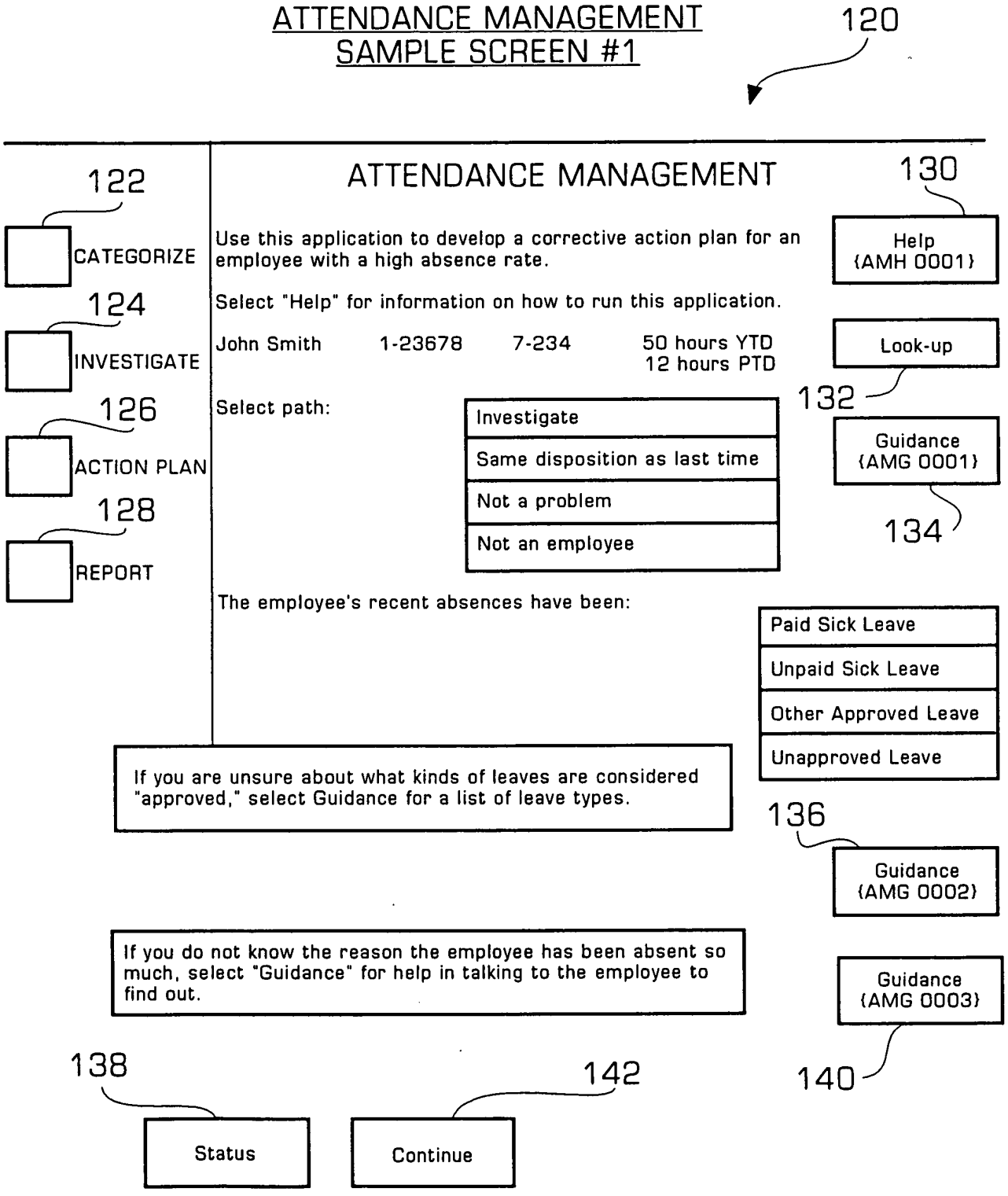


FIGURE 6

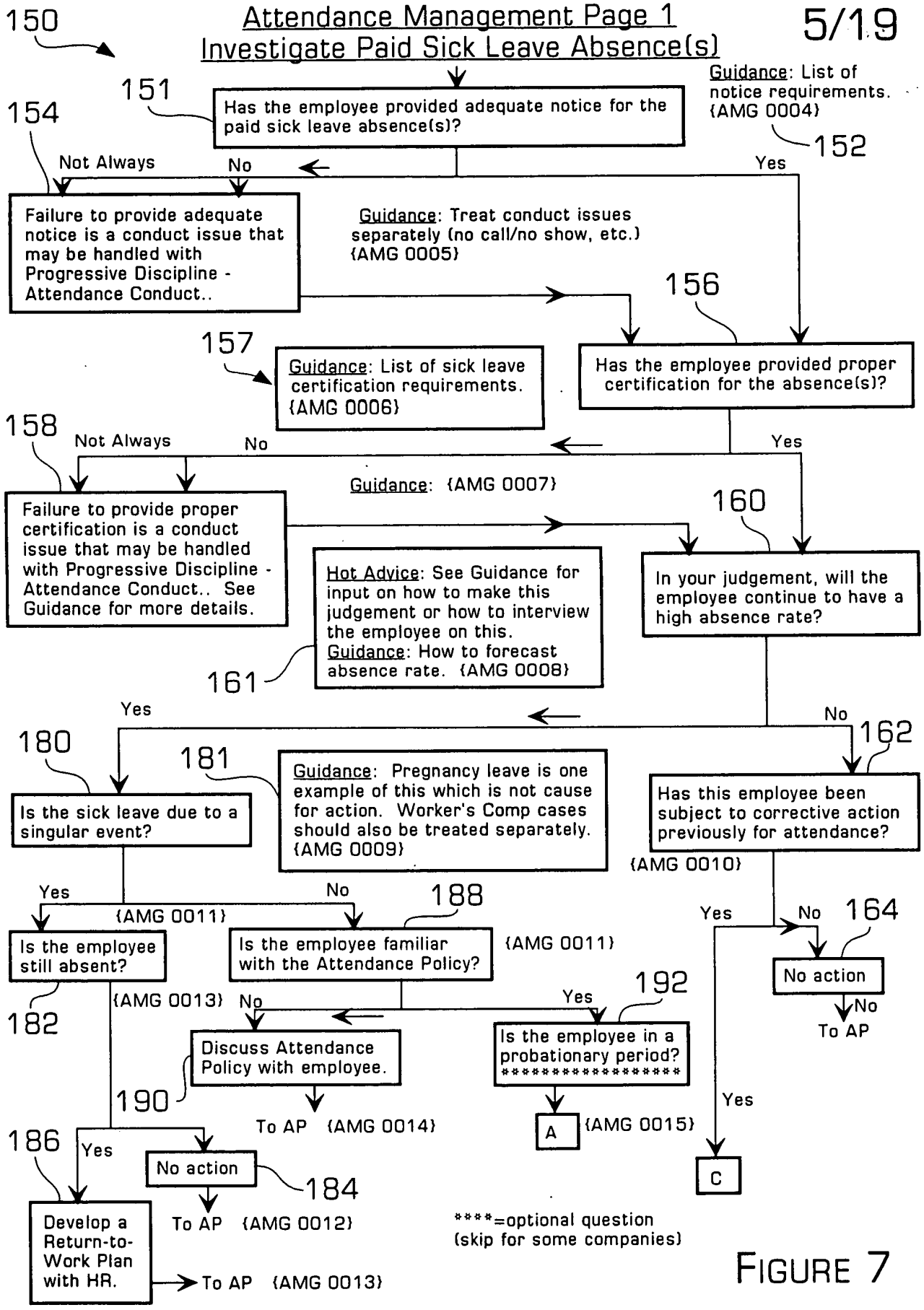

150
Attendance Management Page 1
Investigate Paid Sick Leave Absence(s)
151
Has the employee provided adequate notice for the paid sick leave absence(s)?
Guidance: List of notice requirements. {AMG 0004}
152
154
Not Always
No
Yes
Failure to provide adequate notice is a conduct issue that may be handled with Progressive Discipline - Attendance Conduct..
Guidance: Treat conduct issues separately (no call/no show, etc.) {AMG 0005}
156
157
Guidance: List of sick leave certification requirements. {AMG 0006}
Has the employee provided proper certification for the absence(s)?
158
Not Always
No
Yes
Guidance: {AMG 0007}
Failure to provide proper certification is a conduct issue that may be handled with Progressive Discipline - Attendance Conduct.. See Guidance for more details.
160
Hot Advice: See Guidance for input on how to make this judgement or how to interview the employee on this.
Guidance: How to forecast absence rate. {AMG 0008}
161
In your judgement, will the employee continue to have a high absence rate?
Yes
No
180
181
162
Guidance: Pregnancy leave is one example of this which is not cause for action. Worker's Comp cases should also be treated separately. {AMG 0009}
Is the sick leave due to a singular event?
Has this employee been subject to corrective action previously for attendance?
{AMG 0010}
Yes
No
188
{AMG 0011}
Is the employee still absent?
Is the employee familiar with the Attendance Policy?
{AMG 0011}
Yes
No
164
No action
No
To AP
182
{AMG 0013}
No
Yes
192
Discuss Attendance Policy with employee.
Is the employee in a probationary period?
****
190
To AP {AMG 0014}
A
{AMG 0015}
Yes
186
Yes
No action
184
C
Develop a Return-to-Work Plan with HR.
To AP {AMG 0012}
To AP {AMG 0013}
****=optional question
(skip for some companies)

FIGURE 7

Page 2.

Attendance Management

Investigate Paid Sick Leave Absence(s), Cont.

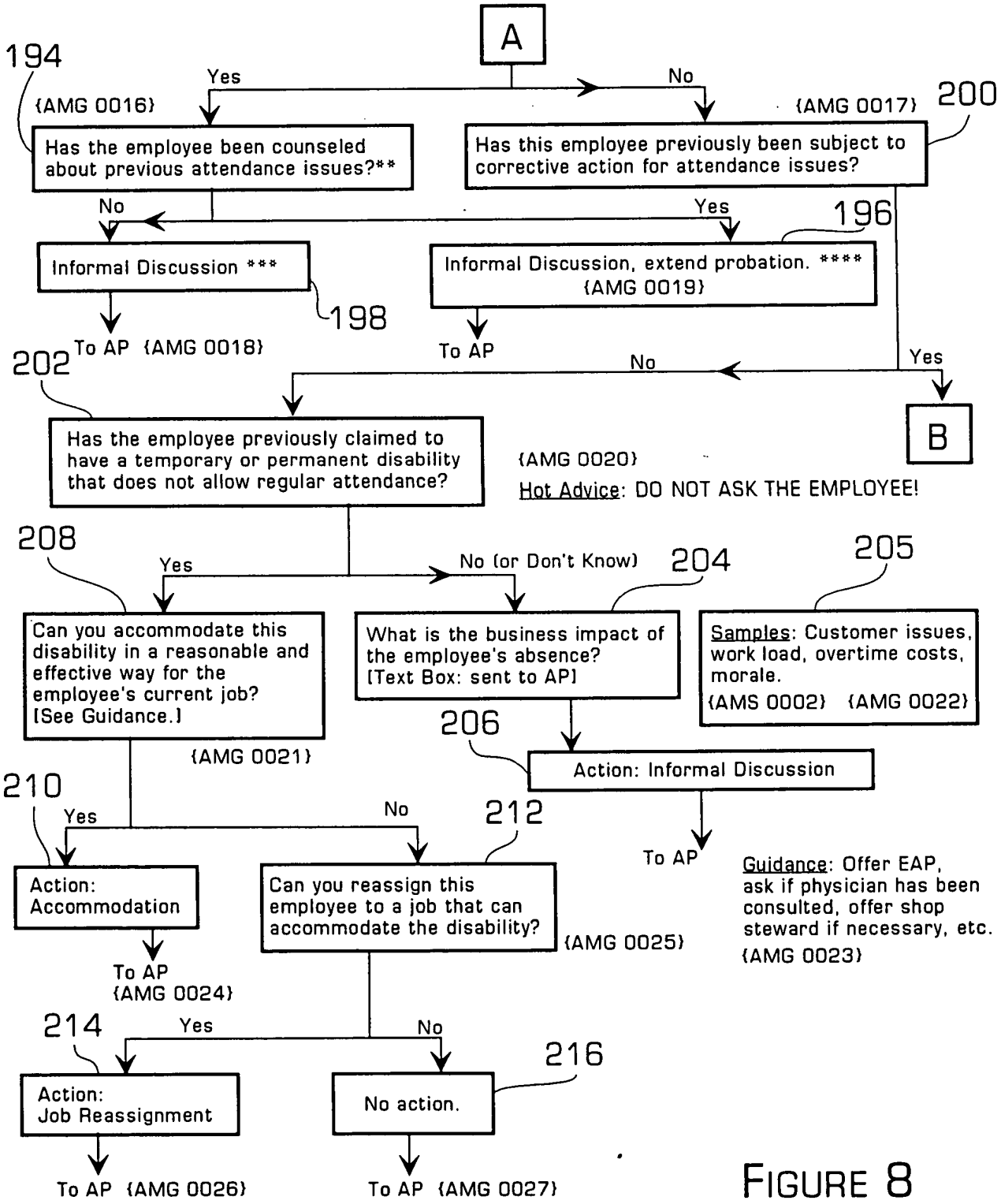


FIGURE 8

Page 3

Attendance Management

Investigate Paid Sick Leave Absence(s), Cont.

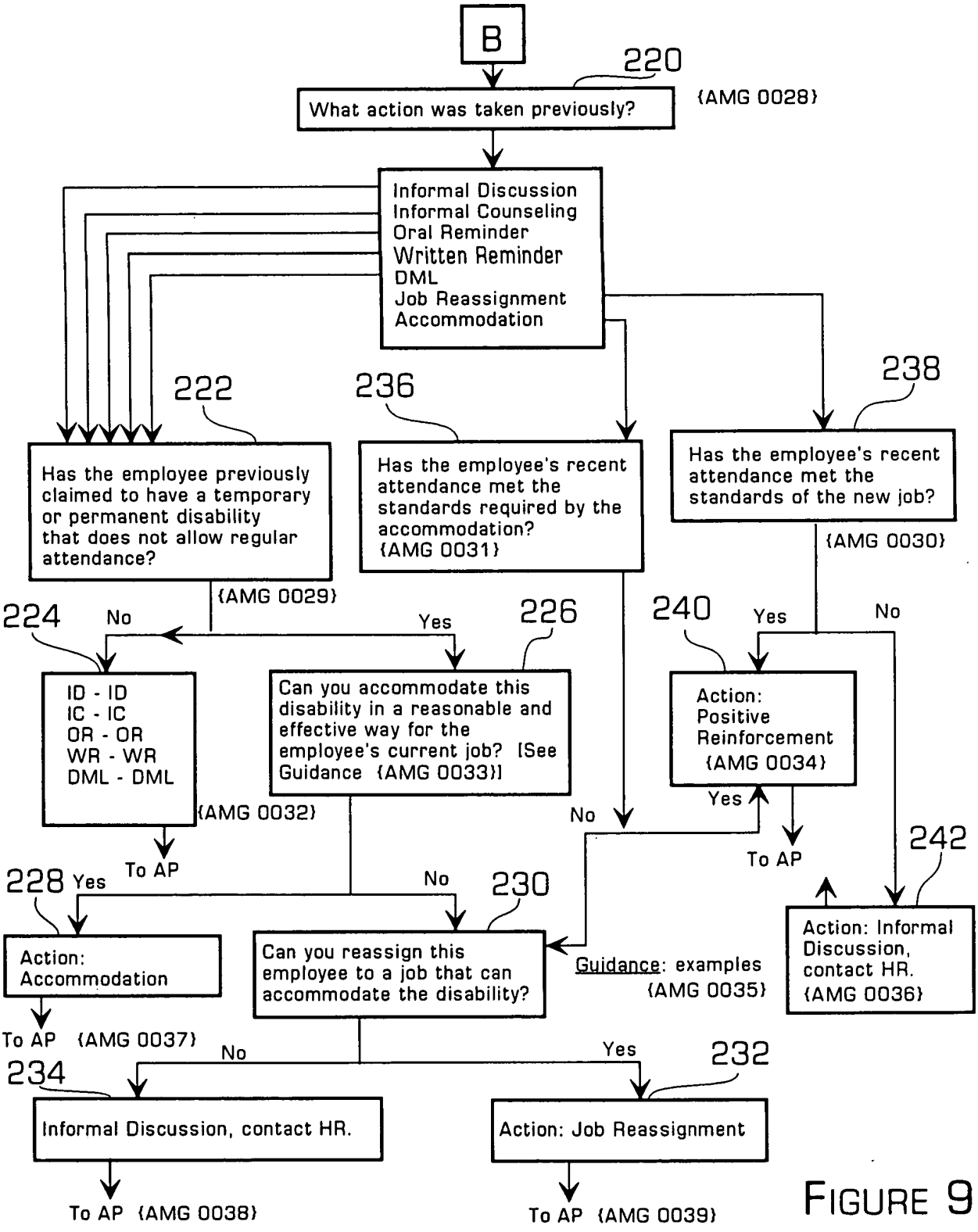


FIGURE 9

Page 4

Attendance Management

Investigate Paid Sick Leave Absence(s), Cont.

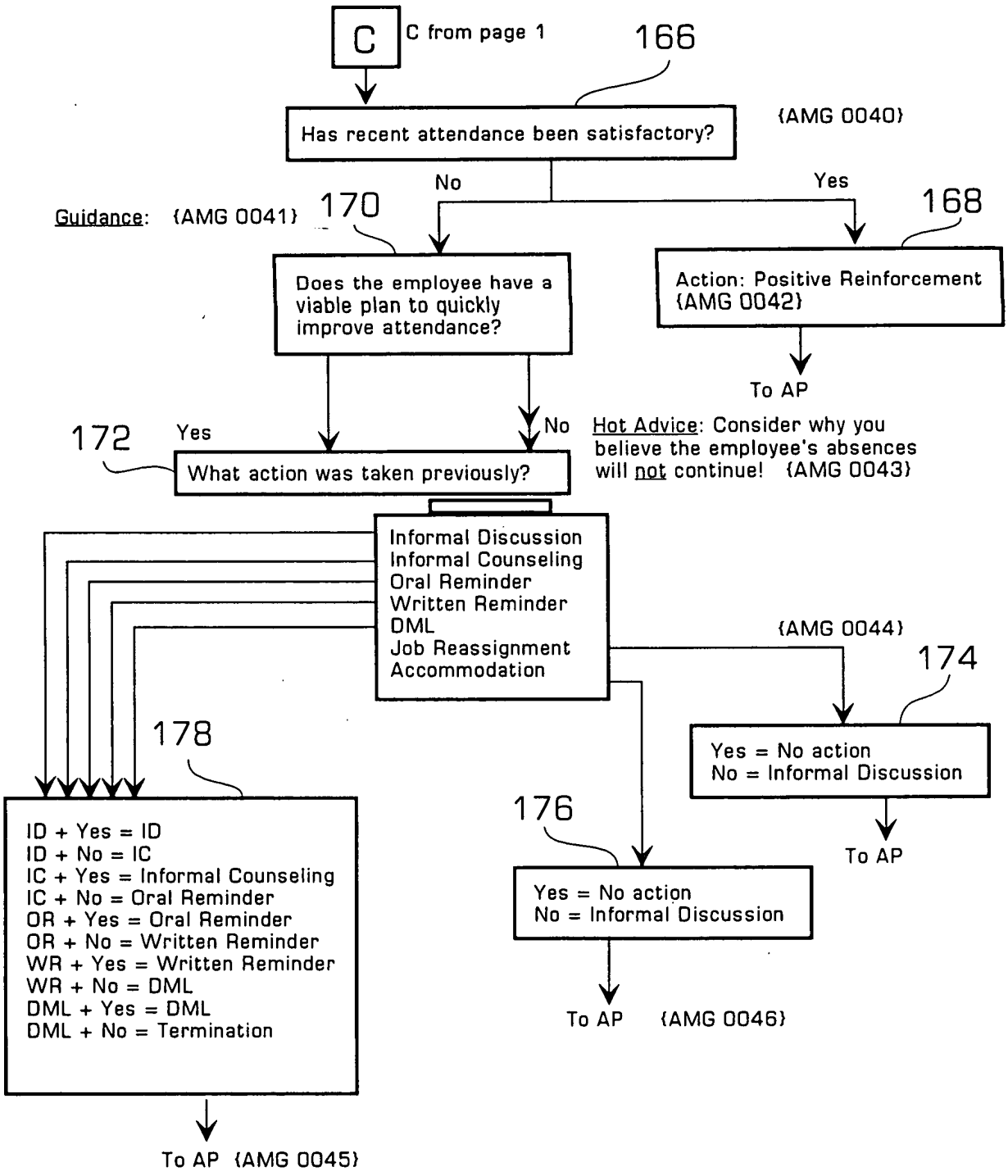


FIGURE 10

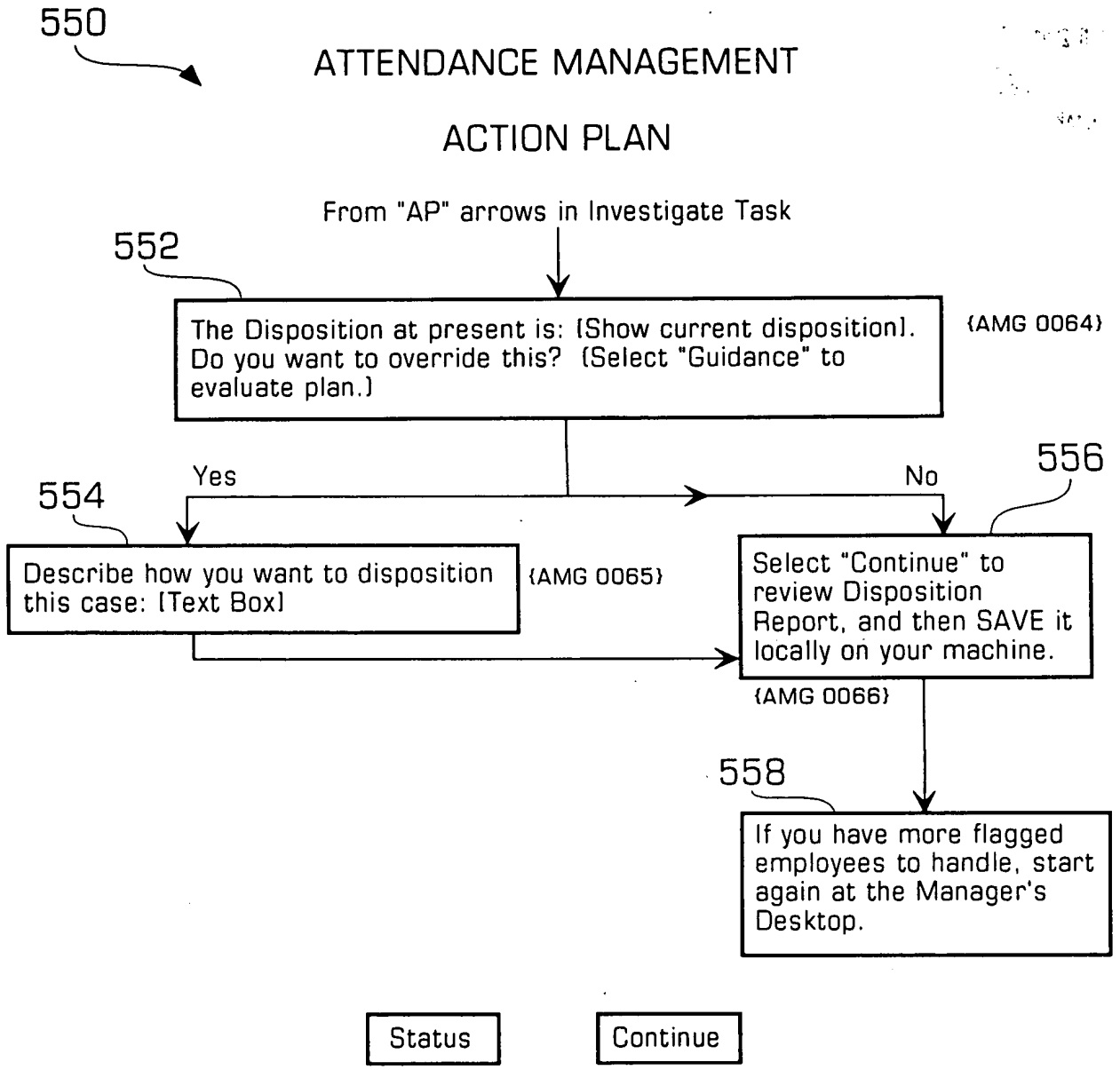

550
ATTENDANCE MANAGEMENT
ACTION PLAN
From "AP" arrows in Investigate Task
552
The Disposition at present is: [Show current disposition]. Do you want to override this? [Select "Guidance" to evaluate plan.]
{AMG 0064}
Yes
No
554
556
Describe how you want to disposition this case: [Text Box]
{AMG 0065}
Select "Continue" to review Disposition Report, and then SAVE it locally on your machine.
{AMG 0066}
558
If you have more flagged employees to handle, start again at the Manager's Desktop.
Status
Continue

FIGURE 11

600

ATTENDANCE MANAGEMENT
Examples of Disposition Reports
[Separate report for each flagged employee]

Disposition Report
10/14/97

Employee	#	Org	Absence	Disposition
Jane Doe	2-55456	7-234	240 hrs YTD 160 hrs PTD	Not a problem

602

Disposition Report
10/14/97

Fred Klutz	1-33900	7-223	45 hrs YTD 40 hrs PTD	Not my employee

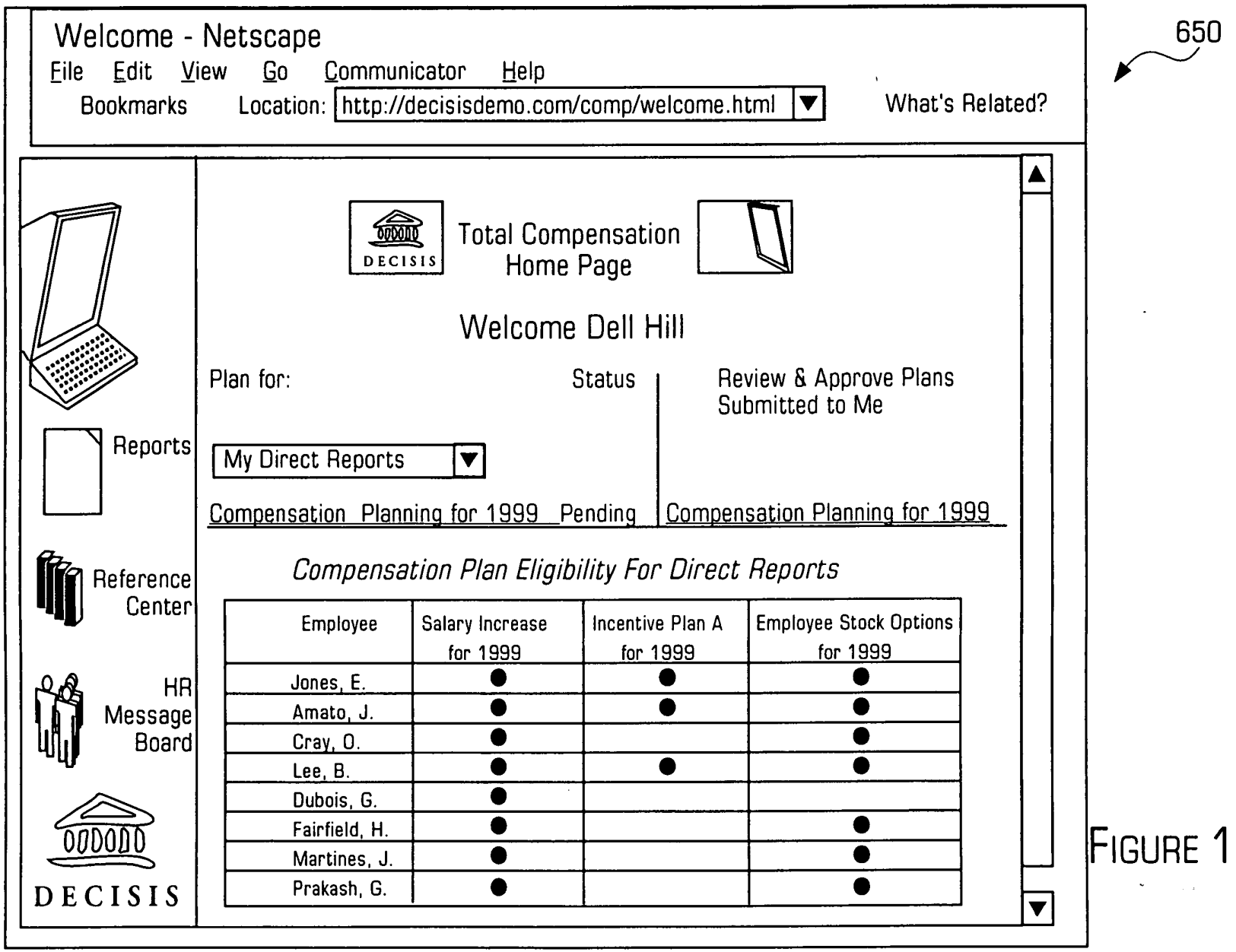
604

Disposition Report
10/14/97

John Smith	1-23678	7-234	50 hrs YTD 12 hrs PTD	Primarily excused absence Proper notice Proper certification Absence will continue Not a singular event Familiar with Attendance Policy Not a probationary employee No prior action No Disability Business impact: "Morale of group is affected, customers dissatisfied." Action Plan: Informal Counseling Override: "I do not plan to take any action."

606

FIGURE 12



11/19

FIGURE 13

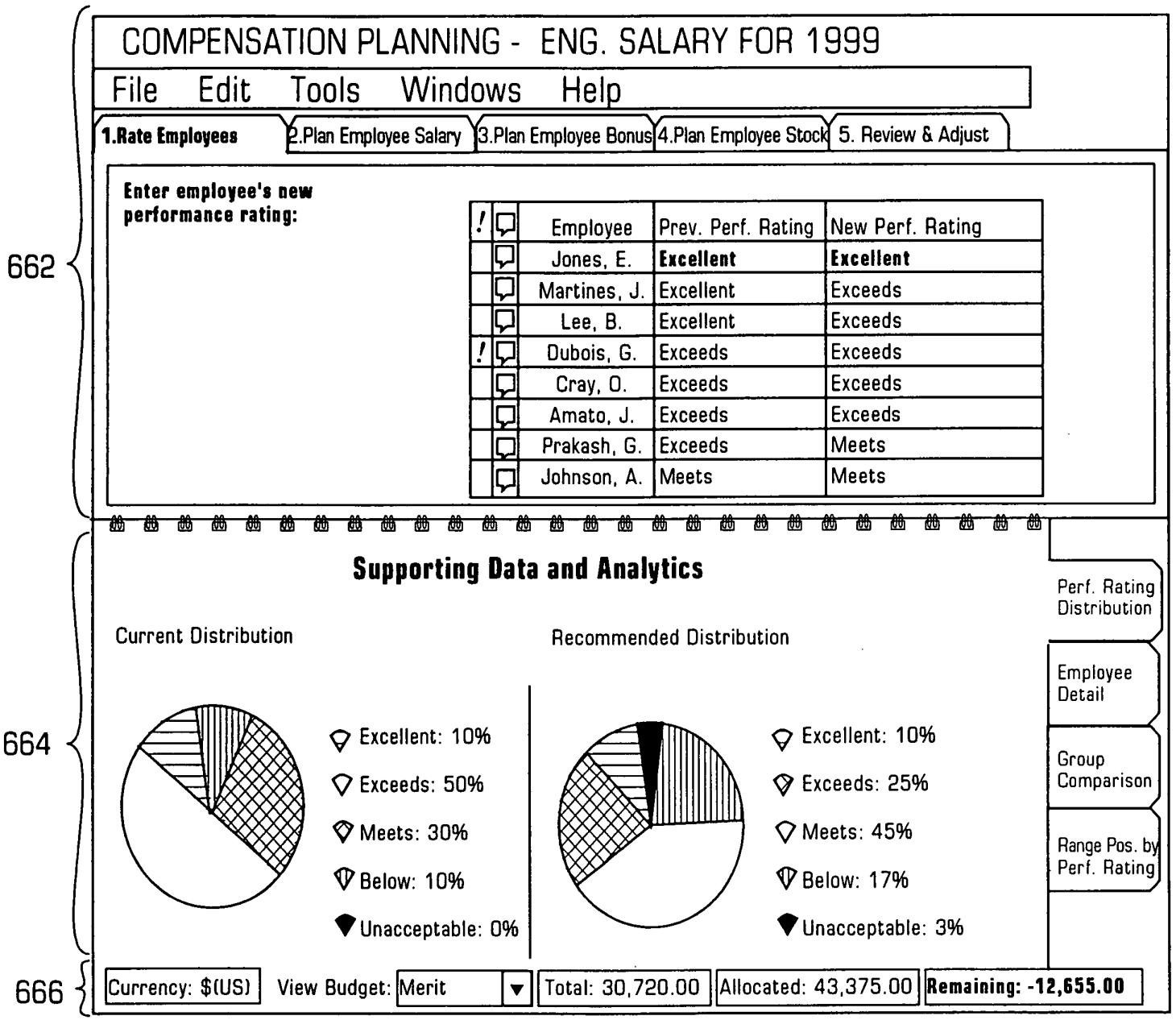

COMPENSATION PLANNING - ENG. SALARY FOR 1999
660
File Edit Tools Windows Help
1.Rate Employees
2.Plan Employee Salary
3.Plan Employee Bonus
4.Plan Employee Stock
5. Review & Adjust
662
Enter employee's new performance rating:
Employee | Prev. Perf. Rating | New Perf. Rating
Jones, E. | Excellent | Excellent
Martines, J. | Excellent | Exceeds
Lee, B. | Excellent | Exceeds
Dubois, G. | Exceeds | Exceeds
Cray, O. | Exceeds | Exceeds
Amato, J. | Exceeds | Exceeds
Prakash, G. | Exceeds | Meets
Johnson, A. | Meets | Meets
Supporting Data and Analytics
664
Perf. Rating Distribution
Employee Detail
Group Comparison
Range Pos. by Perf. Rating
Current Distribution
Excellent: 10%
Exceeds: 50%
Meets: 30%
Below: 10%
Unacceptable: 0%
Recommended Distribution
Excellent: 10%
Exceeds: 25%
Meets: 45%
Below: 17%
Unacceptable: 3%
666
Currency: $(US)
View Budget: Merit
Total: 30,720.00
Allocated: 43,375.00
Remaining: -12,655.00

FIGURE 14

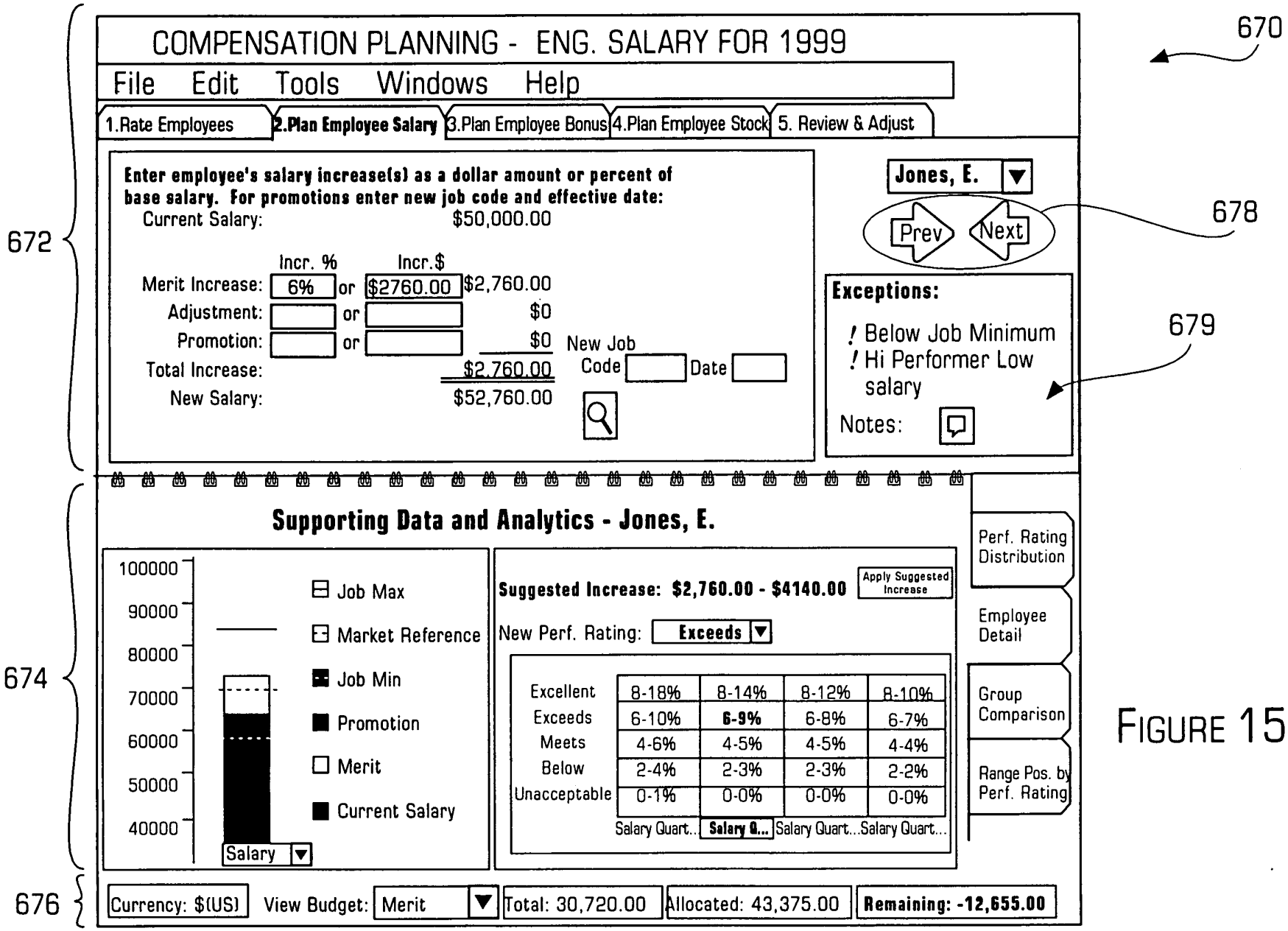

COMPENSATION PLANNING - ENG. SALARY FOR 1999
File Edit Tools Windows Help
1.Rate Employees
2.Plan Employee Salary
3.Plan Employee Bonus
4.Plan Employee Stock
5. Review & Adjust
Enter employee's salary increase(s) as a dollar amount or percent of base salary. For promotions enter new job code and effective date:
Current Salary: $50,000.00
Incr. %
Incr.$
Merit Increase: 6% or $2760.00 $2,760.00
Adjustment: or $0
Promotion: or $0
New Job Code Date
Total Increase: $2,760.00
New Salary: $52,760.00
Jones, E.
Prev
Next
Exceptions:
! Below Job Minimum
! Hi Performer Low salary
Notes:
Supporting Data and Analytics - Jones, E.
100000
90000
80000
70000
60000
50000
40000
Job Max
Market Reference
Job Min
Promotion
Merit
Current Salary
Salary
Suggested Increase: $2,760.00 - $4140.00
Apply Suggested Increase
New Perf. Rating: Exceeds
Excellent 8-18% 8-14% 8-12% 8-10%
Exceeds 6-10% 6-9% 6-8% 6-7%
Meets 4-6% 4-5% 4-5% 4-4%
Below 2-4% 2-3% 2-3% 2-2%
Unacceptable 0-1% 0-0% 0-0% 0-0%
Salary Quart.. Salary Q... Salary Quart... Salary Quart...
Perf. Rating Distribution
Employee Detail
Group Comparison
Range Pos. by Perf. Rating
Currency: $(US)
View Budget: Merit
Total: 30,720.00
Allocated: 43,375.00
Remaining: -12,655.00
670
672
674
676
678
679

FIGURE 15

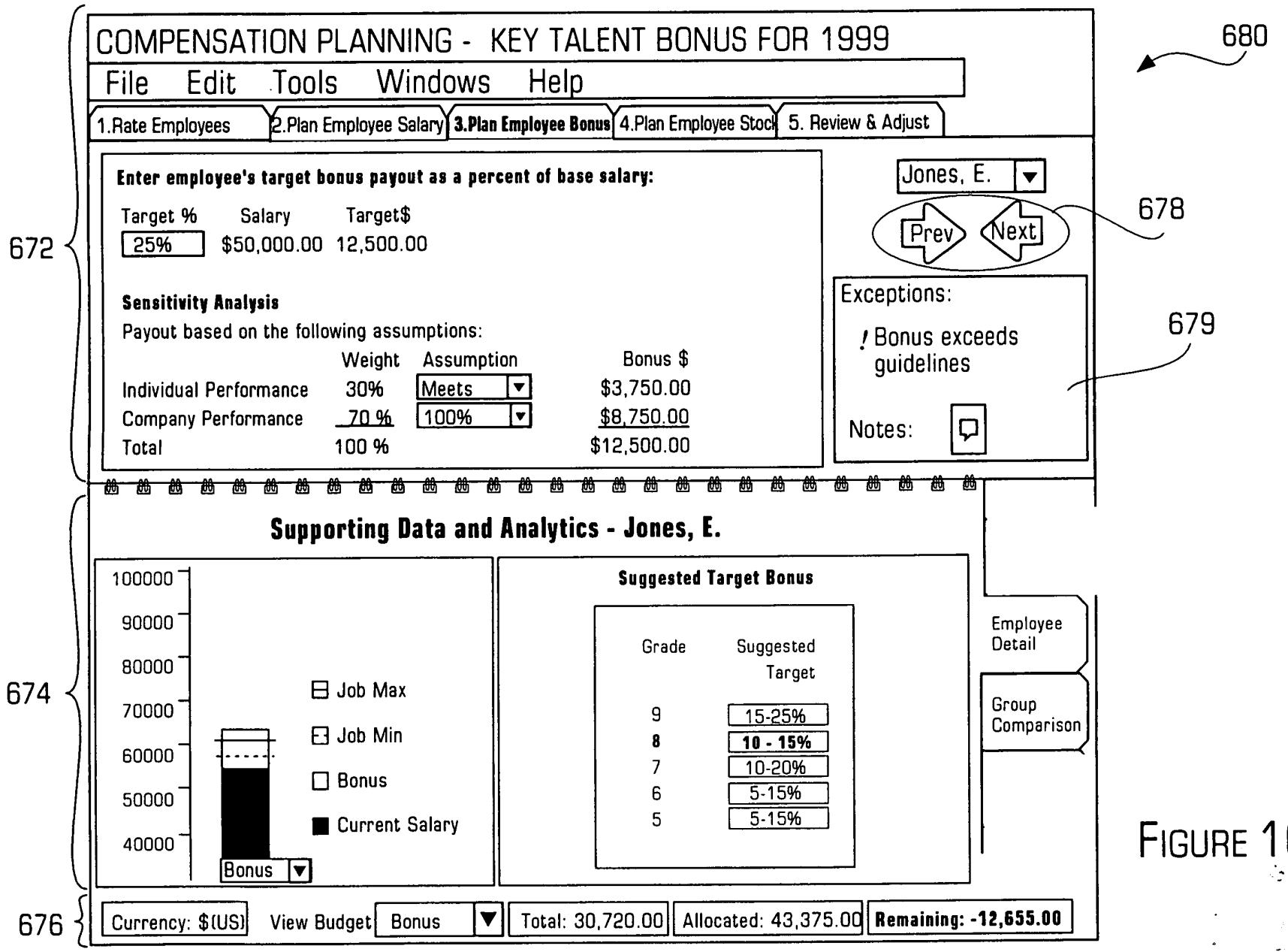

COMPENSATION PLANNING - KEY TALENT BONUS FOR 1999
680
File Edit Tools Windows Help
1.Rate Employees
2.Plan Employee Salary
3.Plan Employee Bonus
4.Plan Employee Stock
5. Review & Adjust
672
Enter employee's target bonus payout as a percent of base salary:
Target %
Salary
Target$
25%
$50,000.00
12,500.00
Sensitivity Analysis
Payout based on the following assumptions:
Weight
Assumption
Bonus $
Individual Performance
30%
Meets
$3,750.00
Company Performance
70 %
100%
$8,750.00
Total
100 %
$12,500.00
Jones, E.
Prev
Next
678
Exceptions:
! Bonus exceeds guidelines
679
Notes:
Supporting Data and Analytics - Jones, E.
674
100000
90000
80000
70000
60000
50000
40000
Job Max
Job Min
Bonus
Current Salary
Bonus
Suggested Target Bonus
Grade
Suggested Target
9
15-25%
8
10 - 15%
7
10-20%
6
5-15%
5
5-15%
Employee Detail
Group Comparison
676
Currency: $(US)
View Budget
Bonus
Total: 30,720.00
Allocated: 43,375.00
Remaining: -12,655.00

FIGURE 16

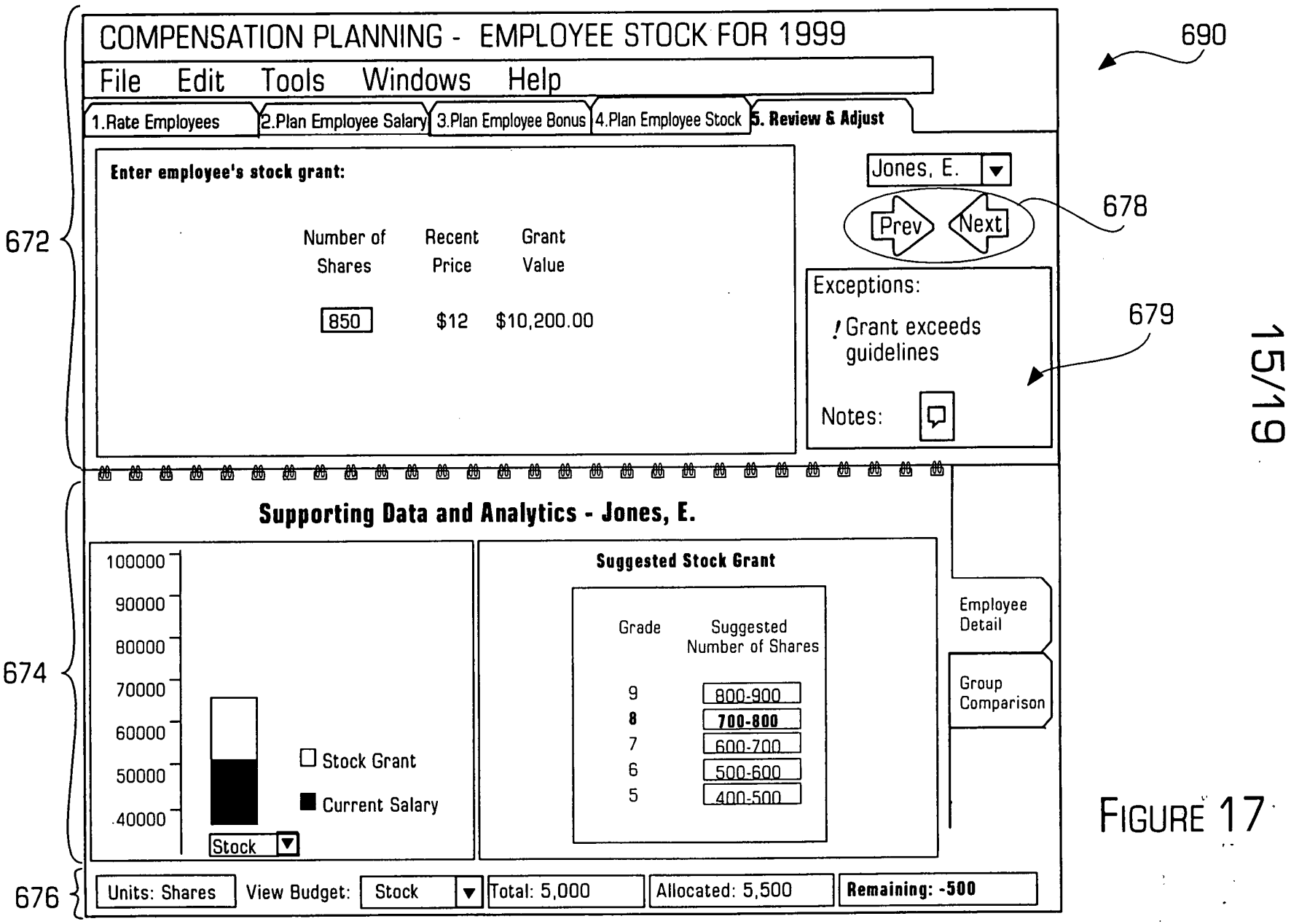

COMPENSATION PLANNING - EMPLOYEE STOCK FOR 1999
690
File Edit Tools Windows Help
1.Rate Employees
2.Plan Employee Salary
3.Plan Employee Bonus
4.Plan Employee Stock
5. Review & Adjust
672
Enter employee's stock grant:
Number of Shares
Recent Price
Grant Value
850
$12
$10,200.00
Jones, E.
Prev
Next
678
Exceptions:
! Grant exceeds guidelines
679
Notes:
Supporting Data and Analytics - Jones, E.
674
100000
90000
80000
70000
60000
50000
40000
Stock Grant
Current Salary
Stock
Suggested Stock Grant
Grade
Suggested Number of Shares
9 800-900
8 700-800
7 600-700
6 500-600
5 400-500
Employee Detail
Group Comparison
676
Units: Shares
View Budget:
Stock
Total: 5,000
Allocated: 5,500
Remaining: -500

FIGURE 17

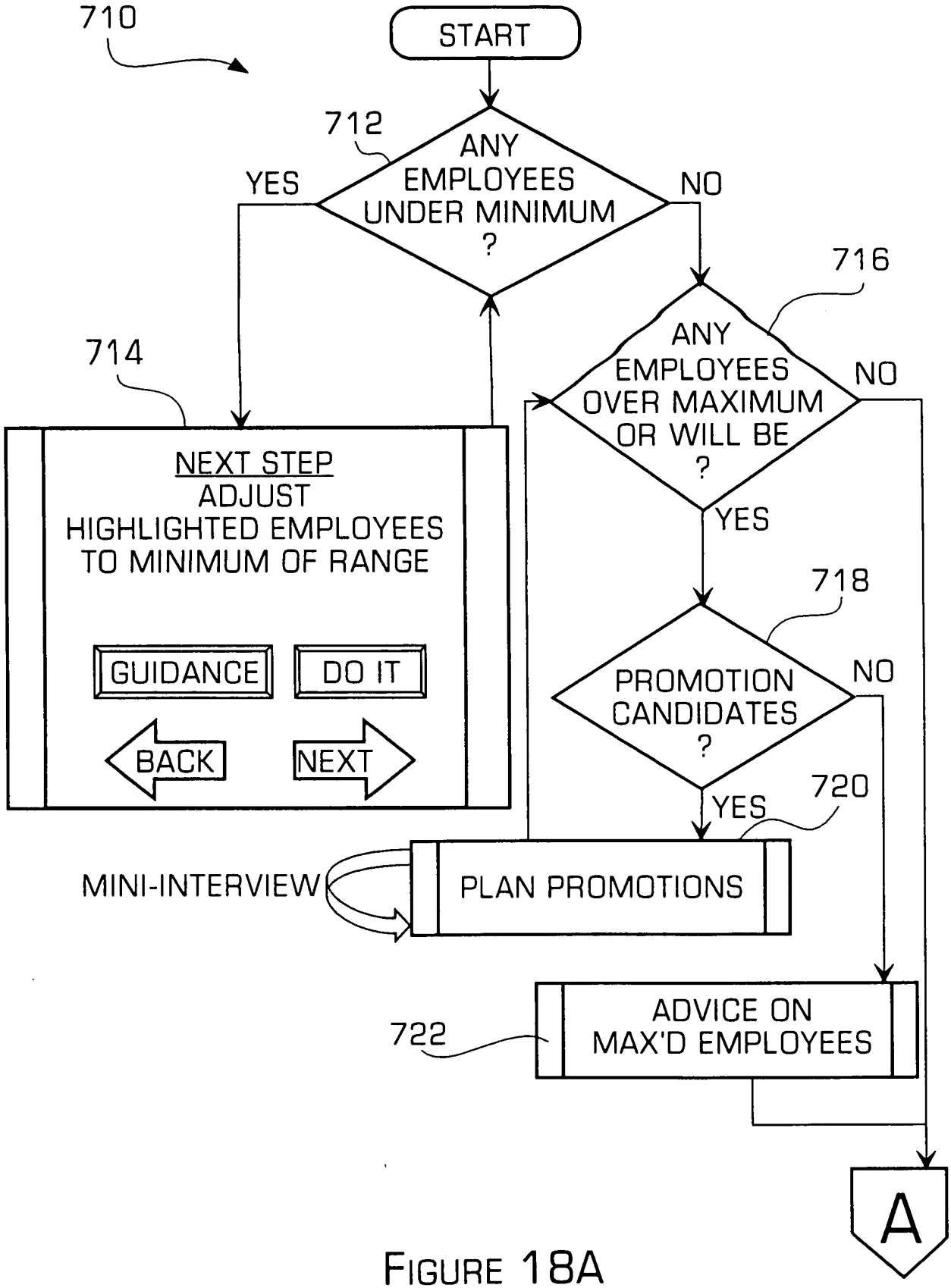
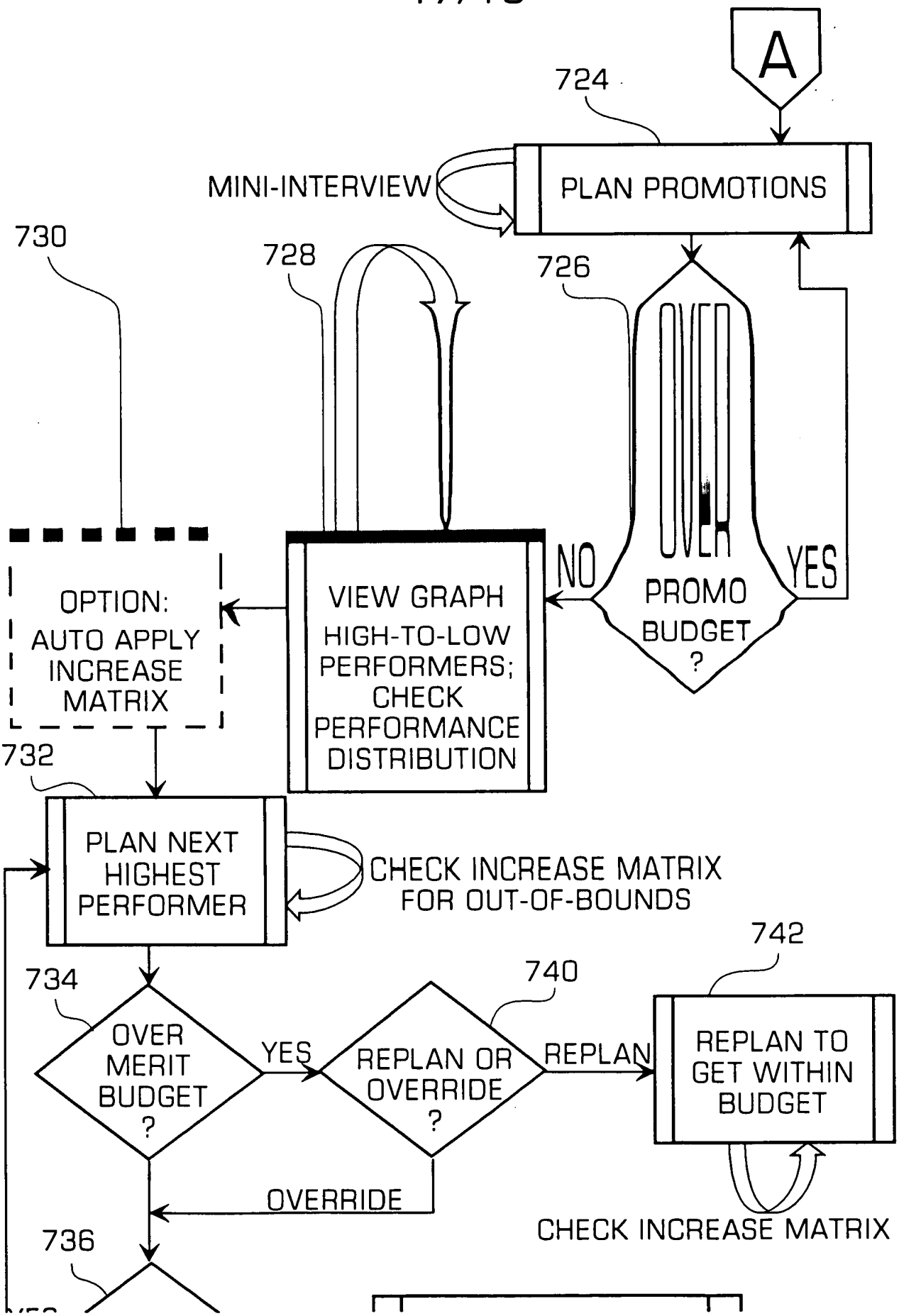

710
START
712
ANY EMPLOYEES UNDER MINIMUM ?
YES
NO
714
NEXT STEP
ADJUST HIGHLIGHTED EMPLOYEES TO MINIMUM OF RANGE
GUIDANCE
DO IT
BACK
NEXT
716
ANY EMPLOYEES OVER MAXIMUM OR WILL BE ?
NO
YES
718
PROMOTION CANDIDATES ?
NO
YES
720
MINI-INTERVIEW
PLAN PROMOTIONS
722
ADVICE ON MAX'D EMPLOYEES
A

FIGURE 18A


A
724
PLAN PROMOTIONS
MINI-INTERVIEW
730
728
726
OVER PROMO BUDGET ?
NO
YES
OPTION: AUTO APPLY INCREASE MATRIX
VIEW GRAPH HIGH-TO-LOW PERFORMERS; CHECK PERFORMANCE DISTRIBUTION
732
PLAN NEXT HIGHEST PERFORMER
CHECK INCREASE MATRIX FOR OUT-OF-BOUNDS
742
734
740
OVER MERIT BUDGET ?
YES
REPLAN OR OVERRIDE ?
REPLAN
REPLAN TO GET WITHIN BUDGET
OVERRIDE
CHECK INCREASE MATRIX
736

750

GUIDANCE FOR STACK RANKING OPTION

"Stack ranking" is defined as a 1 - n ranking of employees based on their performance against their job description. It is not meant to be a ranking of their value to the company (that kind of ranking is sometimes called a "reverse layoff" list). Thus a junior engineer could be ranked higher than a senior engineer simply by virtue of doing his/her job better. Junior level employees who are ranked very high in their grade are often candidates for promotion to the next level in that job family (i.e., it is time to make their job more difficult). This usually results in them having a lower stack ranking and a lower performance rating in the next planning session.

If you have employees in different salary ranges or grades, then you can first do the ranking within each grade. Then in order to merge the ranking into one overall list for your group, use the technique illustrated by this example:

E10 Employees:	E09 Employees:	E08 Employees:
1. Karen Feiding	1. Sam Spade	1. Fannie Farmer
2. Fred Klutz	2. George Gap	2. Jim Keiper
3. Joe Smith	3. Susie Emblem	3. Allan Jones
4. Irving Fazola	4. Roberto Cruz	4. Anna Storm
5. Jane Doe		5. Evan White
		6. Bill Baker
		7. Lavon Larue

To start the merge process on these lists, you choose which employee is the number one overall employee in how well they do their job. Obviously, the only candidates for this honor are the three employees who rank at the top of their respective grade ranking. In this case, the candidates for #1 overall are Karen Feiding, Sam Spade, and Fannie Farmer. So let's say you pick Fannie Farmer as the best at their job of those three. That puts Fannie on top of the overall stack ranking list. Then you pick the employee who ranks second overall. The candidates are Karen, Sam, and Jim Keiper because Fannie is already placed. Continue in this manner until you have a total merged list from 1 - n.

FIGURE 19

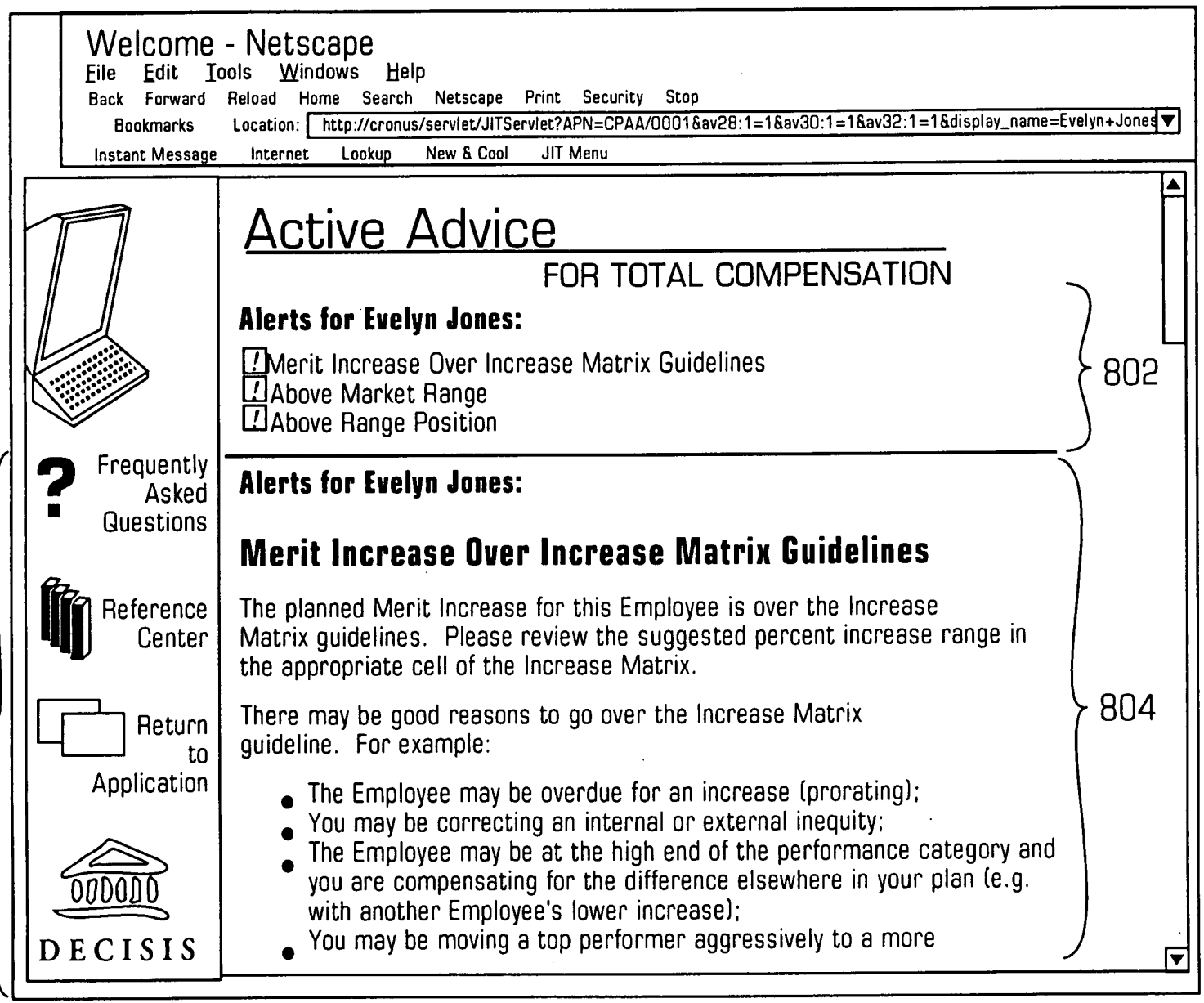

Welcome - Netscape
File Edit Tools Windows Help
Back Forward Reload Home Search Netscape Print Security Stop
Bookmarks Location: http://cronus/servlet/JITServlet?APN=CPAA/0001&av28:1=1&av30:1=1&av32:1=1&display_name=Evelyn+Jones
Instant Message Internet Lookup New & Cool JIT Menu
800
Active Advice
FOR TOTAL COMPENSATION
Alerts for Evelyn Jones:
Merit Increase Over Increase Matrix Guidelines
Above Market Range
Above Range Position
802
Frequently Asked Questions
Reference Center
Return to Application
DECISIS
806
Alerts for Evelyn Jones:
Merit Increase Over Increase Matrix Guidelines
The planned Merit Increase for this Employee is over the Increase Matrix guidelines. Please review the suggested percent increase range in the appropriate cell of the Increase Matrix.
There may be good reasons to go over the Increase Matrix guideline. For example:
The Employee may be overdue for an increase (prorating);
You may be correcting an internal or external inequity;
The Employee may be at the high end of the performance category and you are compensating for the difference elsewhere in your plan (e.g. with another Employee's lower increase);
You may be moving a top performer aggressively to a more
804

FIGURE 20